



Driving An Inclusive Culture

DEI Leader Academy

5/17/22

ALLY™

Advocate. Listen. Learn.

*Daring
leaders who
live into
their values
are never
silent about
hard things.*



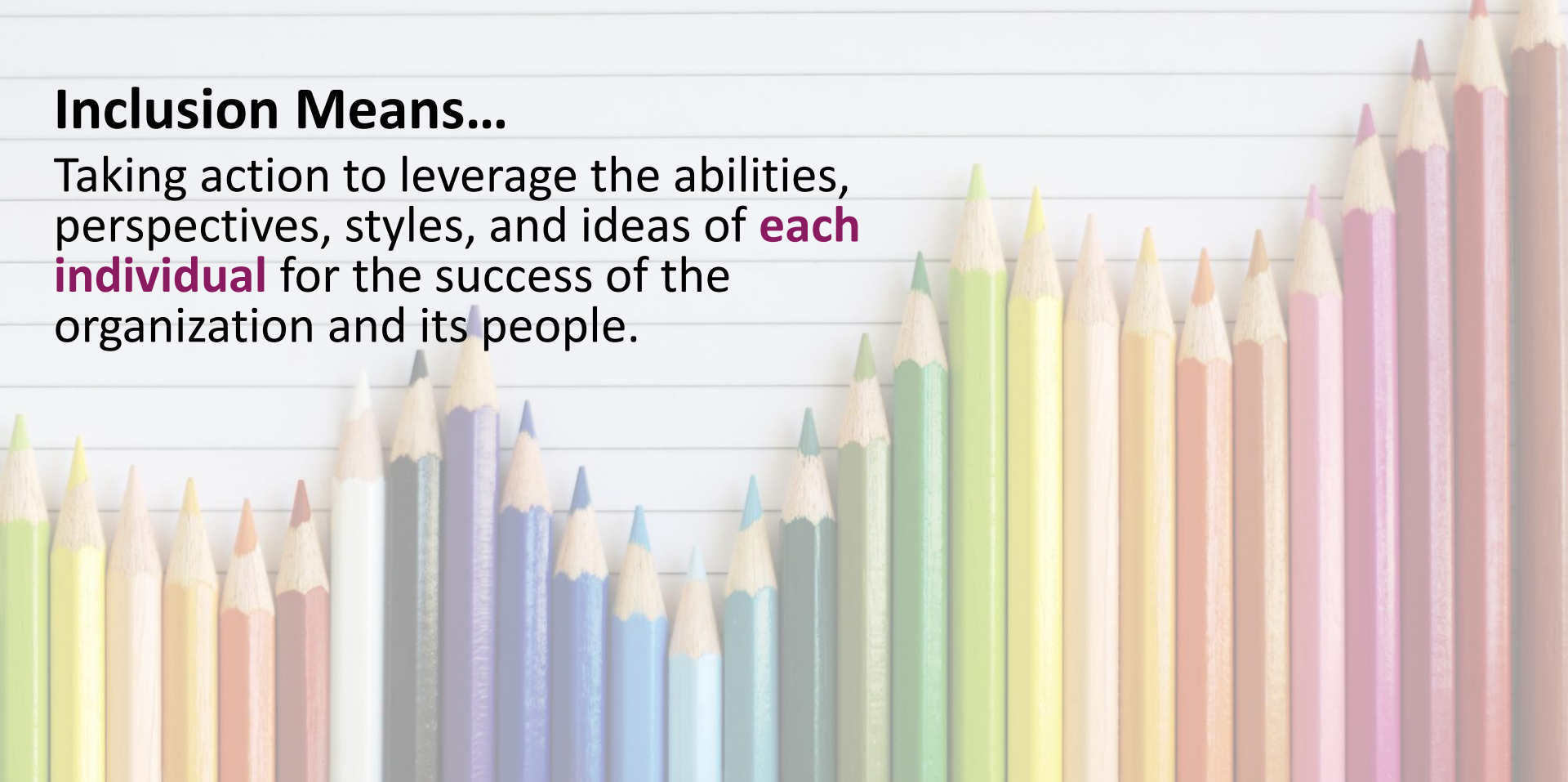
Brené Brown



Brené Brown

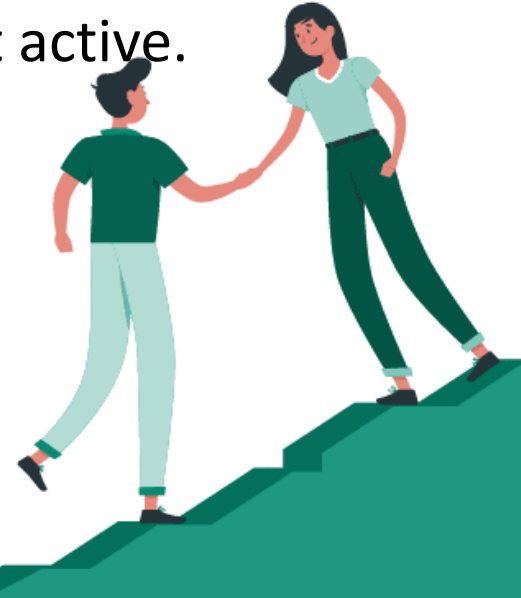
Inclusion Means...

Taking action to leverage the abilities, perspectives, styles, and ideas of **each individual** for the success of the organization and its people.

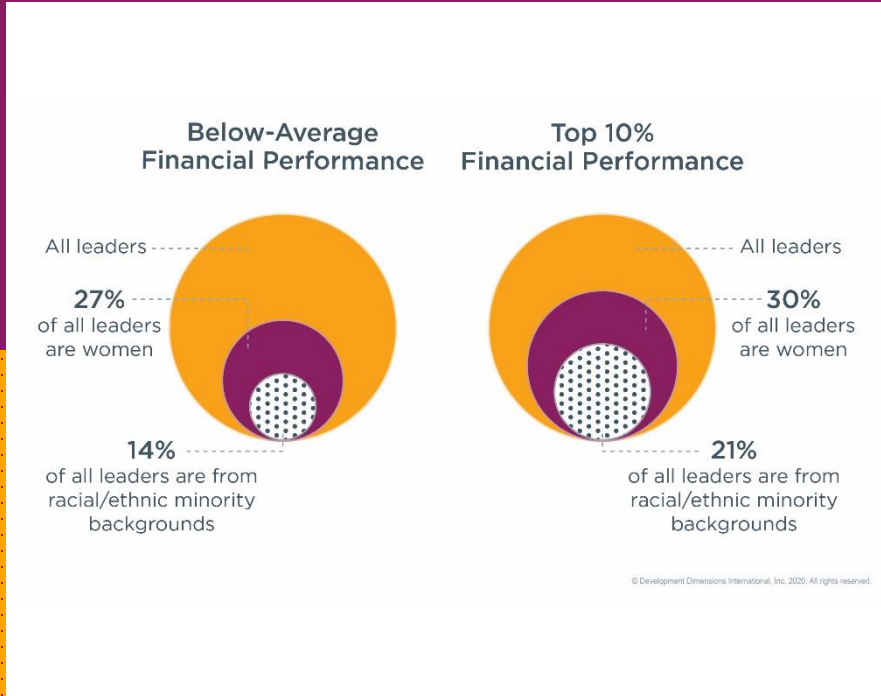


Inclusion Requires Action

- Inclusion requires action; it is not passive.
- Being inclusive is not the same as tolerating someone.
- Tolerating someone is passive, not active.



Diversity Pays Off



Source: DDI's Diversity and Inclusion Report 2020

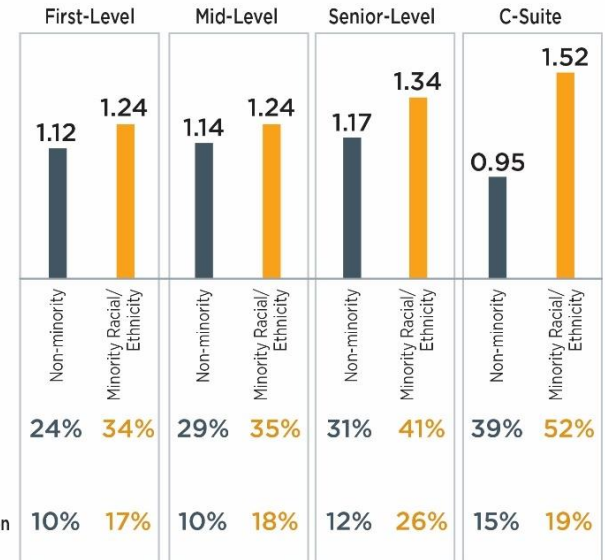
Minority Leaders at Greater Risk of Departure



I expect to change companies
in order to progress to higher
levels of leadership.



I intend to leave the organization
within the next year.



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Source: DDI's Diversity and Inclusion Report 2020



Minority Leaders at Greater Risk of Departure

45%
of **women**
executives

*...said
they would
likely need to
switch companies
to advance
compared to*

32%
of **male**
executives

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Source: DDI's Diversity and Inclusion Report 2020

Best Companies to Work for Are Leading in DE&I



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Best companies
to work for rate

75%
higher for inclusion

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Source: DDI's Diversity and Inclusion Report 2020

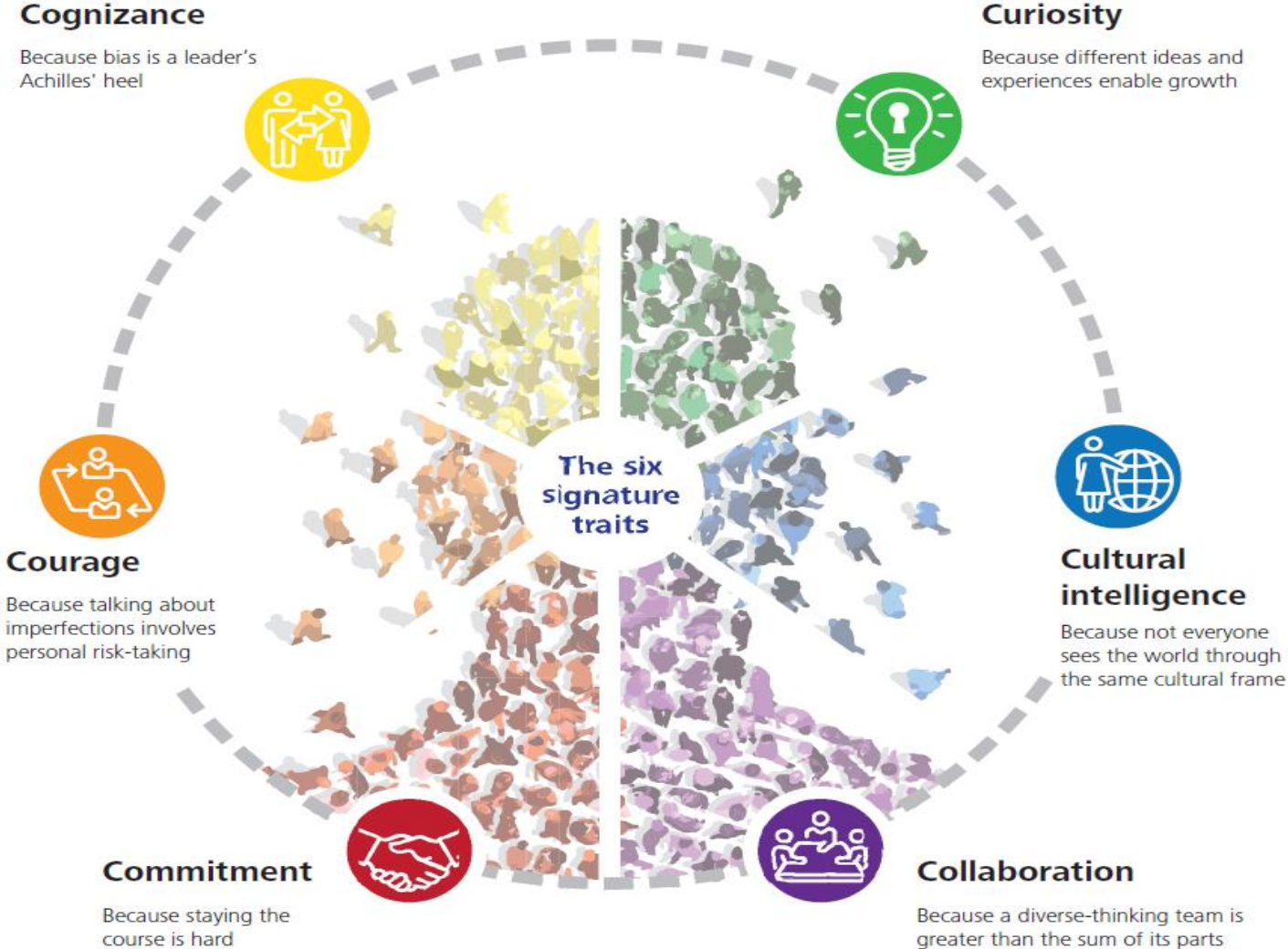


Great Leadership Is Inclusive Leadership

7 Everyday Leadership Behaviors Driving an Inclusive Culture

1. Connect Through Empathy
2. Communicate Inclusively
3. Run Inclusive Meetings
4. Delegate for Opportunity
5. Give Honest Feedback
6. Coach for Growth
7. Resolve Conflict Fairly

Align key
inclusive
leadership
traits to foster
and promote
an inclusive
team and
culture.



Inclusive Leadership Traits

Table 2. The six signature traits of an inclusive leader

| | 1 | 2 | 3 | 4 | 5 | 6 |
|-------------|-----------------------------|----------|--------------------|-----------------------|-----------------------|---------------|
| Six traits | Commitment | Courage | Cognizance of bias | Curiosity | Cultural intelligence | Collaboration |
| 15 elements | Personal values | Humility | Self-regulation | Openess | Drive | Empowerment |
| | Belief in the business case | Bravery | Fair play | Perspective-taking | Knowledge | Teaming |
| | | | | Coping with ambiguity | Adaptability | Voice |

“

Inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case. Being **inclusive** of diversity is a big challenge. It takes time and energy, two of a **leader's** most precious commodities.

”

Inclusive Leadership Assessment

DDI Creating an Inclusive Environment Development Accelerator

How Inclusive Are You? Self-Evaluation

Would you consider yourself to be inclusive—someone who brings different people into the conversation, makes sure each person is heard, encourages diverse perspectives, and treats everyone with respect?

Assess how well you're being inclusive and creating an inclusive work environment.

| | 1—Rarely, if ever | 2—Occasionally | 3—Sometimes | 4—Often | 5—Almost all the time |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. I seek the perspectives of individuals or groups with different backgrounds and experiences when making decisions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. I share examples of people's capabilities with others who have opportunities to leverage their skills. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. I acknowledge my biases and take action to manage or mitigate them. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. I purposely work on creating an environment in which others feel comfortable expressing their feelings, good or bad. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. I provide feedback to others when they miss opportunities to be inclusive. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. I let others know the value they bring to the team and organization. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. I make sure I get input from other teams or individuals before making a decision. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. I make it a point to express confidence in others' abilities. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. I respect opinions and ideas that are different from my own. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. I connect individuals with experienced or influential people who can create opportunities for them. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. I consider both sides of an issue before making a decision. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. I ask for and encourage unique perspectives and approaches. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. I confirm how others are feeling by verbally summarizing the emotions and information they express. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. I make it a point to let people know that their ideas and suggestions are appreciated. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. I support people's ideas even if I wouldn't take the same approach. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. I pay attention to who is included and who isn't in meetings. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 17. I make sure each person has a chance to contribute. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

File Name: CE-DA5-HowInclusiveSelfEvaluation

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Creating an Inclusive Environment

Creating an Inclusive Environment Development Accelerator

| | 1—Rarely, if ever | 2—Occasionally | 3—Sometimes | 4—Often | 5—Almost all the time |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 18. I ask questions and listen. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. I look for opportunities to work with people who have diverse perspectives. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. I challenge biased assumptions, both my own and others'. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. I proactively build a network of individuals with unique experiences and viewpoints. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. I foster belongingness by empowering individuals to develop and thrive. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 23. I accept and learn from differing perspectives. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 24. I help identify developmental opportunities and encourage people to pursue them. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. I explicitly acknowledge and promote inclusion. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Scoring

Add up the numbers you marked (if filled out electronically, your score will appear automatically).

Your total score: 0

| Range | What Your Score Means |
|--------|--|
| 25–58 | You might not be as inclusive as you'd like or could be. You can put three practices into action today to start creating a more inclusive work environment. See below for more. |
| 59–91 | You're making great strides at being inclusive in some areas, while in other areas, perhaps, not so much. Review the statements for which you marked a lower number (3 and below) to see where you can focus your efforts. |
| 92–125 | You've got it! People in your work environment would most likely say you've helped them feel included and respected. Continue to leverage that ability and reinforce the same behavior in others. |

About Being Inclusive

Inclusion means taking action to leverage the abilities, perspectives, styles, and ideas of each individual for the success of the organization and its people. To create an inclusive work environment, begin to:

- Proactively **identify** individuals who might be excluded and those with diverse insights and ideas who should be heard.
- Seek out and **engage** those individuals and encourage their contributions.
- Advocate** for and support these individuals to help them succeed as well as challenge exclusionary behaviors when you see them.

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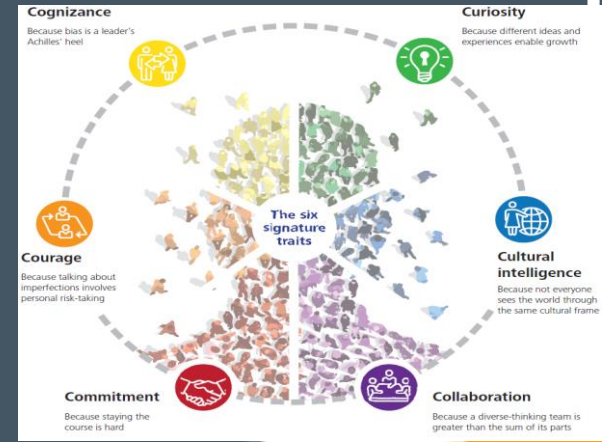
Creating an Inclusive Environment

Inclusive Leadership Traits in Action

RECOGNIZE IMPACT OF BIAS - Have you thought about your blind spots? Have you considered biases embedded within your organization?

COURAGE TO BE VULNERABLE - Do you readily admit mistakes and accept suggestions? Do you consciously create space for others' opinions?

COURAGE TO TAKE ACTION - Have you challenged the status quo around bias and inclusion? Have you ever held anyone else accountable to address their biases?



CREATING PSYCHOLOGICAL SAFETY FOR COLLABORATION



1. Compelling
Positive Vision



2. Provide Formal
Training



3. Employee Input
on Learning



4. Engaging Team



5. Practice,
Coaching, &
Feedback



6. Positive Role
Models



7. Group Dialogue
and Feedback



CHECK-IN...

“An organization’s attitude toward creating an inclusive and psychologically safe culture is an essential part of leadership.” –Training Industry Source



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7 Everyday Leadership Behaviors Driving an Inclusive Culture

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6. Coach for Growth
7. Resolve Conflict Fairly

First, Empathy



My leaders just don't "get it."

The Big Disconnect



Ways to Generate Empathy



Books



Podcasts



Community
Engagement

EMOTIONAL INTELLIGENCE AND DEI



Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps you build stronger relationships, succeed at work, and achieve your career and personal goals.

EQ competencies offer significant assistance to minimize the effect of **unconscious bias**. For example, Emotional Self-Awareness helps us to become aware of our **conscious** and **unconscious biases**.

Once we become aware of our **biases**, we are able to change, thus reducing the negative impact of our **biases**.



Empathy helps us to tune in to the feelings of others and to better understand how our behavior may affect others.

CHOOSE COURAGE
OVER COMFORT

*choose whole hearts over
armor*

AND CHOOSE THE GREAT
ADVENTURE OF BEING BRAVE
AND AFRAID,
AT THE EXACT SAME TIME

Dr. Brené Brown

Communicate Inclusively



leaders are deeply uncomfortable engaging in sensitive conversations about inclusion, equity, and justice, opting instead to ignore emotions and perspectives people bring to work.

Communicate Inclusively: Meet Personal Needs



- To be valued
- To be listened to and understood
- To be involved
- To trust and be trusted
- To be supported

Five Key Principles to Address Personal Needs of Inclusion



Maintain or enhance self esteem so people feel valued and respected.



Listen and respond with empathy so people feel listened to and understood.



Ask for help and encourage involvement so people feel included.



Share thoughts, feelings, and rationale to build trust.



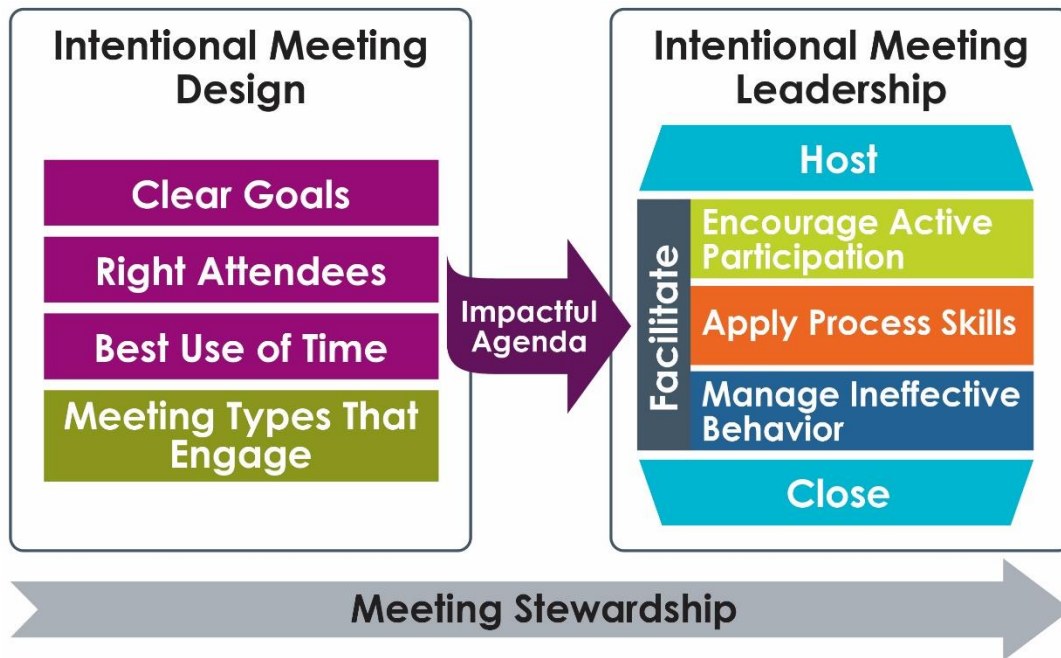
Provide support without removing responsibility so people feel supported.

Run Inclusive Meetings



In meetings, the same few people always participate, while others are excluded, dismissed, or talked over.

Run Inclusive Meetings with Intention



Delegate for Opportunity



Our leaders tend to give the important projects to the same set of superstars over and over.

Delegate for Opportunity

| Team Member | Capabilities | Developmental Needs | Motivators | Availability |
|-------------|--------------|---------------------|------------|--------------|
| Javier | | | | |
| MQ | | | | |
| David | | | | |
| Kesha | | | | |

Remember to be Equitable

Making decisions with an Equity and Inclusion Lens is like a pair of glasses. It helps you see things from a new perspective. It helps you be more effective in your everyday work by getting a clearer focus and a more complete view.



Give Honest Feedback



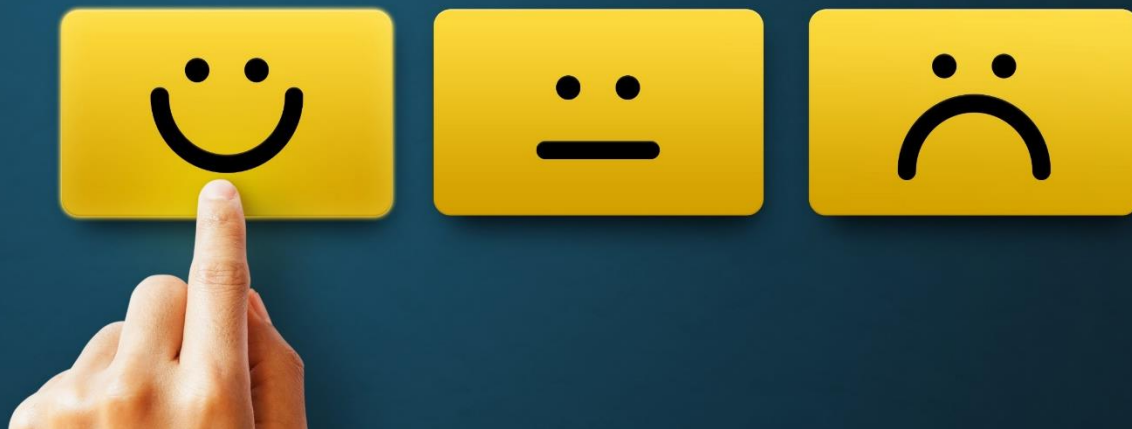
Our leaders are uncomfortable giving feedback for improvement, especially to people who are different from them.

STAR Method of Feedback



Hallmarks of Effective Feedback

- Timely
- Specific
- Balanced
- Focused
- Important
- Involving
- Behavioral
- Respectful



How do you give this leader feedback?

A BIPOC Employee reports to a leader who has a habit of consistently talking down to this Employee or negatively critiquing their work in group settings. This experience is really wearing on the Employee, and it doesn't make the Employee feel psychologically safe enough to share this feedback or be trusted to do their job. The Employee believes the leader is not going to change and contemplating leaving the organization.

Coach for Growth



Leaders tend to feel most comfortable coaching people like themselves.

How Do We Develop Coaches?

Core Concepts



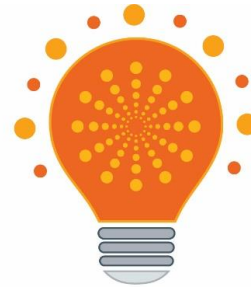
Ask

- Clarify
- Develop
- Involve
- Check for Understanding



Connect

- Empathy
- Share
- Listen



Energize

- Esteem, Express Confidence
- Support
- Agree
- Accountability
- Empowerment

Resolve Conflict Fairly




leaders try to avoid conflict, and often resolve it by trying to maintain the status quo.

Conflict Is Natural and Necessary

People have different:

- Experiences
- Points of view
- Preconceptions
- Styles
- Abilities
- Motivations

How Leaders Resolve Workplace Conflict



HELP others see their role in the conflict and the benefits of resolving it.

ASK powerful questions to develop solutions, encourage discovery, and build commitment.

ENCOURAGE people to understand the other person's point of view.

BUILD others' ability and confidence to resolve their own conflicts.

7 Everyday Leadership Behaviors Driving an Inclusive Culture

1. Connect Through Empathy
2. Communicate Inclusively (Assess the culture and communicate analysis)
3. Run Inclusive Meetings
4. Delegate for Opportunity
5. Give Honest Feedback
6. Coach for Growth
7. Resolve Conflict Fairly



Great Leadership Is Inclusive Leadership

THANK
YOU!

//

EVERY INDIVIDUAL MATTERS.
EVERY INDIVIDUAL HAS A ROLE TO
PLAY, EVERY INDIVIDUAL MAKES A
DIFFERENCE.

-

Jane Goodall

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